Show Notes: John Williams & Jim Sliker

High Integrity, Easy to do business with is a simple business formula...but like common sense, it’s not that common

Provide well being and financial freedom

CEO’s job: Protect the culture

Special sauce: how we behave: Owning it/Can Do!/Act in Love

Define your values and culture; put it into words

Align to a true north

**There’s always a plan.**

Medium term plan is regularly refined, not re-defined. What are our strategic objectives.

Rev/volume, engagement, CS, safety, NO LAYOFFS, ESOP health

Start with SWOT from the frontline perspective

Strategy formation, evaluation, ranking

Convert into projects living in the organization

Don’t get hung up on the time it takes. *You have to do it.*

No involvement, no commitment, no execution.

Strategic high involvement planning isn’t constant redefinition, it’s constant refinement. It’s a process, not an event.

Layered approach to formal planning meetings: 3 focused meetings on strategy every year; mobilize it in the company as projects, monitoring progress constantly, giving monthly updates to employee owners. Annual shareholder meeting at all 11 locations.

Central States plans not only dollar targets, but also people

Central states spends as much time talking about developing people as they do developing strategy and planning.

* Geographic saturation
* Expand Product Line
* Grow Premium Customers
* Market Diversification
* Managing End customer experience (even though CS doesn’t sell directly to them!)

There’s a big gap between the time

3 Step Plan to Leadership Success:

Make succession/people planning an integral part of your strategic planning process

Evaluate

Identify the gaps in leadership; where are we now; where do we need to be?

Establish development plan to close those gaps

Your most important level of leadership is next to the people doing the job.

Thematic Goal: We are Back to Normal

How we respond to change is a choice; we are not victims

Be a thermostat, not a thermometer; live by your values, and over the long haul we will be fine.

* Workforce availability/demographic decline is real; start creating the workforce of tomorrow; it will not come to you. Hire for heart train for head.

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